

## *Linkage Links with Entelechy to Enhance the Effectiveness of its Training Materials*

### **Linkage, Inc.**

Background: Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, Linkage provides clients around the globe with customized leadership development and strategic change solutions that include and integrate consulting, training, assessment, coaching, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since Linkage was founded in 1988.

Linkage's distance learning programs provided companies with live access to the world's foremost business experts with monthly 90-minute presentations. Linkage had earned a reputation for booking outstanding speakers and had amassed a global audience of companies large and small.

Challenge: While powerful in their own right (who wouldn't be impressed with the likes of Michael Porter, Peter Drucker, and others?), feedback from Linkage's customers was that they wanted more – more in terms of leveraging the presentation into more of a learning/developmental activity for their managerial participants.

Linkage's Director of Distance Learning, Debbi Coppins, contacted Entelechy to help her increase the value of these broadcasts by creating instructionally sound, professional materials to support each broadcast.

The challenges in creating relevant, practical, and usable materials for each broadcast were significant:

- Each topic was unique – ranging from ethics (with Sherron Watkins of Enron fame) to marketing (with Tom Peters) to leadership (with General Tommy Franks, Sir Richard Branson, and others). Each topic required research, interviews, and creativity.
- Linkage's viewing audience included a range of managerial levels from team lead and supervisor to CEO. The learning activities – the translation of the speaker's message – must be appropriate for each level.

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- Linkage's contacts within each company (those responsible for hosting the event locally) had varying degrees of facilitation experience. Many required detailed instructions to effectively facilitate a learning activity.

Moreover, Linkage wished to have a partner who would be able to assume responsibility for this work on an ongoing basis.

**Solution:** Working side by side with Linkage, Entelechy provided monthly support to enhance the learning experience of Linkage's distance learning broadcasts. Specifically, Entelechy:

- Enhanced Linkage's participant guide and facilitator guide templates to make them more usable and instructionally sound.
- Researched the upcoming presenter(s) to become familiar with their books, press, philosophies, and topic. By interviewing the presenter, Entelechy became intimately familiar with the presentation (and, in the process, helped the presenter focus his/her presentation).
- Created the Backgrounder, a two-to three-page marketing document that was used to increase the number of participants attending the broadcast.
- Created the Participant Guide that helped participants 1) prepare for the broadcast through selected readings, 2) participant actively in the broadcast with key points

### Linkage Presenters Supported by Entelechy, Inc.

- Captain Mike Abrashoff (former Captain of USS Benfold and author of [It's Your Ship](#))
- Tim Sanders (VP at Yahoo and author of [Love is the Killer App](#))
- Tom Peters (management guru and author of [Re-Imagine](#))
- Warren Bennis ("Father of Management" and author of [On Becoming a Leader](#))
- Steven Covey (author of [Seven Habits of Highly Effective People](#))
- Sherron Watkins (Enron whistleblower, Time's Person of the Year, and author of [Power Failure](#))
- Joseph Badaracco (Harvard Professor of Ethics and author of [Defining Moments](#))
- Dr. Henry Mintzberg (Cargill University professor and author of [Managers not MBAs](#))
- Mikhail Gorbachev (former Soviet president and Nobel Peace Prize winner)
- General Tommy Franks (retired, former head of Central Command and author of [American Soldier](#))
- Sir Richard Branson (head of Virgin Group, Ltd., adventurer, and star of Rebel Billionaire)
- Bill George (former chairman and chief executive of Medtronic, Inc., and author of [Authentic Leadership](#))
- Dr. Jay Conger (Business Week's top professor to teach leadership and author of [Growing Your Company's Leaders](#))
- Rick Belluzzo (chairman of the board and CEO of Quantum, former president and COO of Microsoft Corporation)
- Thomas L. Friedman (three-time Pulitzer Prize winning New York Times columnist, and the bestselling author of [The World is Flat](#))
- Dr. Dave Ulrich (co-director of the Human Resource Executive Education Program at the University of Michigan School of Business)
- Pat Mitchell (President and CEO of The Museum of Television and Radio and former CEO of PBS)
- Dr. Clayton Christensen (expert on innovation, Professor of Business Administration at Harvard Business School, and author of [The Innovator's Dilemma](#) and [The Innovator's Solution](#))
- Patrick Lencioni (founder and president of The Table Group, Inc., and author of six business books including [The Five Dysfunctions of a Team](#))
- David Breashears (mountain-climber who has reached the summit of Everest five times and produced the award-winning IMAX film, [Everest](#))
- Jack and Suzy Welch (Jack is former CEO of General Electric and Suzy is former editor of the Harvard Business Review. Authors of many business books and articles including the best-seller [Winning](#))
- Tom Davenport (President's Chair in Information Technology and Management at Babson College and author of [Thinking for a Living: How to Get Better Performances and Results from Knowledge Workers](#))
- Tony Schwartz (president and founder of The Energy Project and author of [The Power of Full Engagement](#))
- Marshall Goldsmith (coach to executives and author of best sellers: [What Got You Here Won't Get You There](#) and [Coaching for Leadership](#))
- Dr. C.K. Prahalad (strategist and author of [Competing for the Future](#) and the [Future of Competition](#))
- Dr. Michael Useem (leadership decision making expert; author of [The Go Point: When It's Time to Decide](#))
- Kimball and Maren Fisher (experts on leading virtual teams and authors of [The Distance Manager](#))
- John Kotter (change expert, Harvard Business School professor, and author of [Leading Change](#))
- Keith Ferrazzi (author of [Never Eat Alone \(and other Secrets to Success, One Relationship at a Time\)](#))
- Nick Washienko (owner of Washienko Communications and author of the soon-to-be-released book, [How Leaders Connect: The Key to Successful Executive Presentations](#))
- Noel Tichy (professor and author of many books on leadership including his latest co-written with Warren Bennis, [Judgment: How Winning Leaders Make Great Calls](#))
- Quint Studer (former COO of Holy Cross Hospital, Inc. Magazine's "Master of Business," and author of bestsellers, [Hardwiring Excellence](#) and [Results that Last](#))
- Bruce Tulgan (author of [Managing the Generation Mix: Winning the Talent Wars](#) and founder of RainmakerThinking)
- Tom Peters (co-author of [In Search of Excellence](#), [Thriving on Chaos](#), and other best-sellers)
- Michael Treacy (founder of Treacy & Company Inc. and author of [Double Digit Growth: How Companies Achieve It No Matter What](#) and [The Discipline of Market Leaders](#))
- Doris Kearns Goodwin (author of [Team of Rivals: The Political Genius of Abraham Lincoln](#), [Lyndon Johnson & The American Dream](#), and [The Fitzgeralds and the Kennedys](#))

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- outlined in the guide, and 3) engage the learning through a variety of activities that would be facilitated by the local facilitator.
- Created the Facilitator Guide that contained background reading, detailed hosting instructions, and a variety of learning activities that could be used by the facilitator depending on the needs of his/her participants. The activities contained detailed instructions for each exercise; the activities were geared for individuals, large groups, intact teams, and/or small groups giving facilitators a wide choice of activities.

Results: Debbi stated that the materials were vastly superior to those that they had been using. The professionalism, the instructional integrity, and the overall look and feel reaffirmed Linkage's clients' decision to use Linkage for their leadership development. (Eventually, Linkage was able to assume Entelechy's responsibilities now that the structure and process were in place.)

At a more personal level, many host facilitators commented on the noticeable improvement in the materials supporting the broadcasts. Moreover, many were surprised when Debbi announced that Linkage would be taking over the development of these materials; they had thought all along that the Entelechy resource was a Linkage employee!

Presenters, too, concluded that Entelechy's support was invaluable:

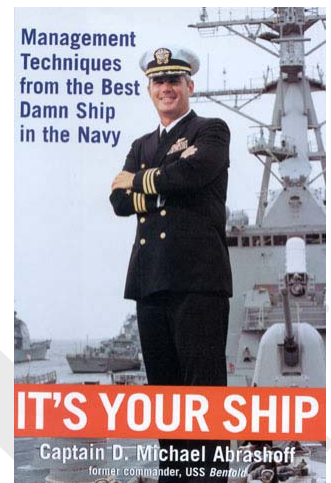
*Entelechy, Inc. provided outstanding training support for my Linkage broadcast on Effective Leadership. The Participant Guide they created helped support and augment the messages I wanted to convey and the Facilitator Guide helped the audience apply the concepts I presented.*

*A powerful presentation is made stronger when participants can apply what they learned. The pre-broadcast reading helped prepare participants for my presentation. The post-broadcast activities were engaging and varied, enabling leaders in any industry or at any level apply what they learned.*

*One of my tenets of GrassRoots Leadership is to "Strengthen Others/Build Up Your People." Entelechy knows HOW to help people grow and develop, creating a learning environment where everyone can enhance their capabilities and make the entire team stronger.*

*I want Entelechy in my Fleet!*

Captain D. Michael Abrashoff, Former Commander, USS Benfold

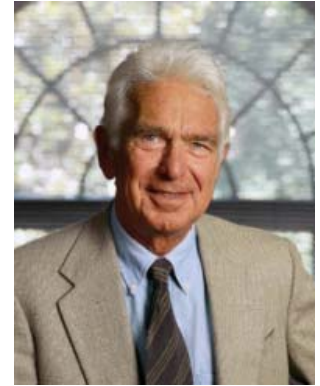


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*Your workbook is spectacular! [It is] something I've always wanted but never did the work to create. A thousand thanks.*

*Gratefully, Warren*

Warren Bennis, PhD. university professor and founding chairman of The Leadership Institute, USC; Chairman of the Center for Public Leadership at Harvard's Kennedy School and Distinguished Research Fellow at the Harvard Business School. Dr. Bennis is author of the seminal, On Becoming a Leader, and has written scores of other books on management and leadership.



*Just a brief note to say how nice it was to work with you on the Linkage program. It's a pleasure for me to see my own materials rendered in a way to make them more accessible to others. Very creatively and thoughtfully done!*

*Thank you.*

*Best, Henry*

Henry Mintzberg, Cleghorn Professor of Management Studies at McGill University in Montreal and author of Managers Not MBAs.



*What a delight to collaborate with you to prepare materials that will help leaders develop their brand and improve their performance. Someone has said that ideas are more powerful than the sword and you help shape ideas in ways that have impact. It is a gift to extract key ideas and turn them into impact. You do this by creating exercises, summarizing ideas, and translating abstract concepts into practical tools. Thanks for your great work and exceptional results. Thank you for the value you create.*

*Sincerely,*

*Dave Ulrich*

Dave Ulrich, Author of Results-Based Leadership and Co-Director of the Human Resource Executive Education Program at the University of Michigan School of Business.

